Government of the Northwest Territories

2002 Public Service Annual Report

Northwest Territories Financial Management Board Secretariat

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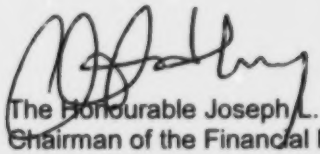
THE HONOURABLE TONY WHITFORD
SPEAKER OF THE LEGISLATIVE ASSEMBLY

It is my pleasure to present the Public Service Annual Report for the calendar year 2002 on the management and direction of the Public Service of the Northwest Territories, in accordance with the *Public Service Act*.

Respectfully Submitted,



The Honourable Joseph L. Handley
Chairman of the Financial Management Board Secretariat
Minister Responsible for the *Public Service* Act

A Message from the Chairman

It gives me great pleasure to present to you the 2002 Public Service Annual Report. The report contains information on programs and directions that are being taken by the GNWT to enhance and support the public service and thereby ensure that skilled public servants continue to provide quality programs and services to the public.

What cannot be seen from the statistics and information in this report is the level of commitment and professionalism within the public service. Public service employees bring integrity and creativity to the work they do. While many members of the public service work on public initiatives, countless others work behind the scenes to assist residents of the NWT to live healthy and productive lives. Public service employees deliver front-line health, education and social services. They ensure the roads we drive on are safe and well maintained. Public servants help develop new laws and maintain government policies and procedures current and appropriate. They craft innovative strategies and best practices. They recruit, retain and develop the public sector leaders of tomorrow.

Such a wide breadth of programs and services requires a public service composed of individuals from a variety of occupational groups and backgrounds with varied skills. These varied skills and occupational groups create unique challenges for training and development and succession planning, endeavours which will contribute to the continuation of a responsive public service. This is of particular importance in the current environment of economic growth in the Northwest Territories. A considerable emphasis is being placed on the development of a northern workforce. Evidenced by programs such as the Aurora College Northern Nursing Program and the Aurora College Teacher Education Program (ACTE). The GNWT's compensation practices reflect our commitment to the development of a northern workforce by providing a compensation package that is competitive and is focused on northerners. The Maximizing Northern Employment Initiative is one of the more innovative approaches recently taken to assist individuals to find work in the north and increase their skill levels. This Initiative focuses on the private as well as the public sector and hundreds of individuals have received training through programs established under this initiative.

There are countless other innovative and creative approaches being adopted by Departments to handle various Human Resource issues. This report highlights some of the larger initiatives that are being undertaken. I hope that you will find the 2002 Public Service Annual Report informative and will join me in recognizing the contributions of our NWT public servants.

Note:The statistics in this report are derived from the Human Resource Management System (HRMS) and the GNWT Financial Information System (FIS), unless otherwise indicated. Information has been collected manually from the Health and Social Services Authorities that are not yet on these systems. Employee information does not include casual workers, unless otherwise indicated.

The Worker's Compensation Board and the Northwest Territories Power Corporation, as independent agencies, produce their own annual reports and information on these agencies is therefore not included in this annual report.

If you have any comments about this report, please contact the Director, Labour Relations and Compensation, Financial Management Board Secretariat, Government of the Northwest Territories, P.O. Box 1320, Yellowknife, NT X1A 2L9, (867) 920-8900.

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INTRODUCTION

The 2002 Public Service Annual Report for the GNWT is presented to the Legislative Assembly in compliance with section 3(1) of the *Public Service Act*. This report is a compilation of statistics and program information collected from all departments, boards and agencies. It includes annual information in regard to the management and direction of the public service of the Northwest Territories. The report is organized into two main areas: an overview of human resource programs and developments over the past year and workforce statistics, which are at the end of the report.

Human Resources Roles and Structures

Responsibility for human resource administration in the GNWT is allocated among the program departments, boards, agencies and the two central agencies: the Financial Management Board Secretariat (FMBS) and the Department of the Executive. The FMBS and the Department of the Executive are responsible for the development of human resource policy and providing assistance and training to departments, boards and agencies on human resource matters. The departments, boards and agencies are responsible for the direct delivery of human resource functions to managers and employees. This enables the departments to ensure human resource services are tailored to their needs.

The GNWT is composed of twelve departments and many boards and agencies. As well as the NWT Housing Corporation, the NWT Power Corporation and the Workers' Compensation Board, there are also a number of Health and Social Services Authorities and Divisional Education Councils.

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Labour Relations & Compensation Services – FMBS

Develop GNWT–wide policies on labour relations, compensation and collective bargaining. Provide support to management and human resource practitioners in departments, boards, agencies and regions in the following areas:

Employee/union relations; collective bargaining; job evaluation policies and systems; human resource information systems; payroll; equal pay; compensation; pension, benefits and insurances.

Corporate Human Resource Services – Executive

Develop GNWT-wide human resource policies. Provide support to management and human resource practitioners in departments, boards, agencies and regions in the following areas:

Affirmative action; human resource planning and framework; performance management; recruitment; training and consultation; and staff development.

Departments, boards and agencies

Accountable to implement human resource policies and processes and manage human resource functions within their organization in accordance with general guidelines, policies, directives and legislation.

- Aboriginal Affairs
- Education, Culture and Employment
  - Aurora College
  - Divisional Education Councils
- Executive
- Financial Management Board Secretariat
- Health and Social Services
  - Health & Social Service Authorities
- Finance
- Justice
- Legislative Assembly
- Municipal and Community Affairs
- NWT Housing Corporation
- Public Works and Services
- Resources, Wildlife & Economic Development
- Transportation
- Workers' Compensation Board

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

DEVELOPMENT OF A NORTHERN PUBLIC SERVICE

The GNWT is committed to maximizing economic and career opportunities for Northerners.

There has been a growing emphasis within the GNWT public service on recruiting, retaining and developing existing and future employees. GNWT departments, boards and agencies have been working to develop government-wide policies and improve and enhance human resource services.

Maximizing Northern Employment (MNE)

A representative public service composed of Northerners is a key priority of the GNWT. Developing a northern workforce ensures the development and delivery of services and programs by employees who have knowledge of, experience with, and are sensitive to, the cultural diversity of northern residents. This is the central focus of the GNWT MNE Strategy, which is comprised of a series of government-wide initiatives to address the need for strategic investment to train and employ NWT residents in the public service and in the private sector.

The MNE Strategy is a set of practical initiatives that address many of the issues confronting NWT residents in their efforts to participate in the northern workforce. This action plan helps to provide NWT residents with the training and skills necessary to take full advantage of the current surge in economic activity. It includes guarantees of employment for all northerners who graduate from teaching, nursing and social work programs, an internship program for other northern graduates, an increased focus on the Aurora College Teacher Education Program, and a fund that can be accessed by aboriginal organizations and industry for training programs.

Recruitment

Effective recruitment is a cornerstone to building a strong and representative public service. Departments, boards and agencies carry out recruitment and other staffing functions, with central support from the Executive's Corporate Human Resources Services (CHRS) unit.

Employment Activity	2001	2002
Hires	741	774
Separations	593	547
Transfers	138	204
Promotions	68	100
Demotions	0	2

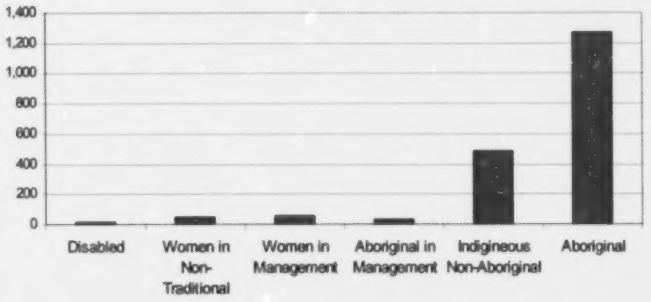
Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Affirmative Action

The Affirmative Action Policy was implemented by the GNWT in 1989. It includes measures to increase the representation of the following groups in the public service:

- Indigenous aboriginal persons;
- Indigenous non-aboriginal persons;
- Resident disabled persons; and
- Resident women in management and non-traditional occupations.

Employees by Affirmative Action Group, at December 31, 2002



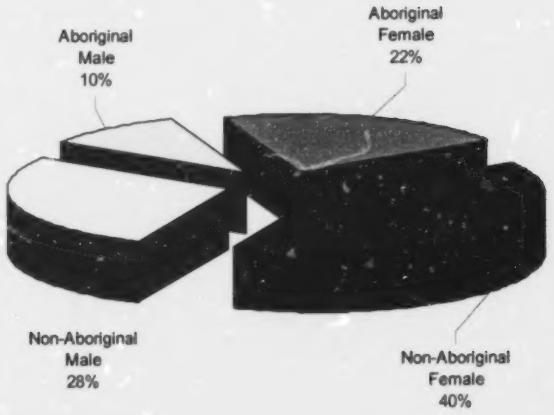
CHRS is responsible for the Affirmative Action Policy including interpretations on eligibility and reviewing the policy's application in areas such as management and non-traditional occupations. In addition, they produce a fiscal year annual report on affirmative action activities within the GNWT departments, boards and agencies.

At the end of 2002, there were 1,268 aboriginal employees representing 32% of the public service.

Women represented 31% of managers with 55 female employees in the senior management category.

There were 31 aboriginal managers, which represented 17% of employees in the senior management category.

Employees by Gender and Aboriginal, at December 31, 2002



Northern Student Employment Program

This program offers Northern students a variety of opportunities to gain GNWT employment. The program offers:

- advanced opportunities to submit job applications;
- information about potential summer employment;
- orientation and career development workshops to enhance work skills;
- access to GNWT jobs directly relevant to the students' area of study; and
- a process for program evaluation to improve the program in the future.

One of the goals of this program is to help students better understand the range and scope of GNWT jobs and encourage them to consider the GNWT as the preferred employer after graduation. Elements of this program include:

- Summer Student Employment Program
- Student Employment Website
- Increasing Awareness of Student Employment Opportunities
- Career Development/Employment Skills In-Service
- Progressive Work Experience Program (joint public and private sector)
- Exit Interviews for Students

The GNWT employed 371 students during the summer of 2002.

The Progressive Experience Program offers incentives for departments, boards and agencies to hire northern students and provide them with experience relevant to their area of study. During 2002/03 85 students were hired under this program.

Aurora College Access Programs

Aurora College delivers a variety of Access programs designed to provide students with the academic and other skills required to successfully transition into specific Aurora College programs or programs at other institutions.

Currently, Aurora College has Access programs in Nursing, Social Work, Management Studies, Teacher Education and Natural Resources Technology. These programs focus on the personal attributes and behaviours required of the programs and professions the students are preparing to enter. This approach is intended to encourage students to stay connected and focused on their program and career choices.

Northern Nursing Program

This program focuses on developing northern nurses for hospital and health care programs. Promoting careers in nursing is a primary strategy for the Department of Health and Social Services and the Department of Education, Culture and Employment.

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

The Northern Nursing Program had a total of 85 participants enrolled in the access program and the first, second and third years of the program in the 2001/2002 academic year. Eleven of these participants were in their final year of the program and 11 graduated with a diploma.

Aurora College Teacher Education Program (ACTE)

ACTE aims to produce northern professional educators who are representative of the population of the NWT. Once students complete the three-year diploma program in the NWT, they can transfer to the University of Saskatchewan to complete their final year and attain their Bachelor of Education degree

During 2002, 78 students were enrolled in the program. Of these, 9 of the students entered their final year in the program.

Five students received their Bachelor of Education degree and one received a Masters degree in Education through the University of Saskatchewan.

Social Work Program

The Social Work Diploma Program provides graduates with a foundation in areas of counselling skills and professional values as well as an understanding of theoretical models related to human social problems, social systems and intervention methods.

The Program is designed to be of particular relevance to the Northwest Territories and its' people by including social issues, cultural groups, and delivery systems and resources.

In 2002, 13 students were enrolled in the program, six of which were in their final year of studies.

Other Aurora College Programs

Aurora College delivers numerous other programs that play a key role in preparing individuals for both the public and private sector. The Natural Resources Technology program, the Management Studies program, the Criminal Justice program, the Computing and Information Systems program, the Recreation Leaders Program and the Nurse Practitioner program, to name a few, have all provided graduates with opportunities to apply their education and training in the public sector in the NWT.

Return of Service Bursaries

To attract and retain students in the nursing and social work programs, one-time Return of Service Bursaries were provided during the 2002/03 academic year. Eighty-two bursaries were provided to nursing and social work students at the NWT Aurora College. Students agree to reside and work in their respective occupation in the NWT upon successful completion of their studies.

EMPLOYEE TRAINING & DEVELOPMENT

The GNWT recognizes the need to develop a public service capable of effectively and efficiently administering government policy and programs. The skills and knowledge required to deliver these programs can be developed from within the organization. The GNWT also recognizes the importance of employee training and development as an essential tool for employee retention.

Managers are increasingly committed to developing employees within their own departments, boards and agencies for employment across the GNWT - not just to enhance employee productivity and growth within the department.

Departments, boards and agencies provide financial support for training and development by approving employee participation in professional conferences, information technology courses, training workshops, distance education, and correspondence and college coursework.

In addition departments, boards and agencies provide employees with fully or partially paid education leave and/or allowances to undertake:

- full-time post-secondary studies at a recognized university, community college or technical institute; or
- supplementary professional or technical training

Through this support, employees have become students in the Nursing, Social Work and Teacher Education Programs.

During 2002/03 departments, boards and agencies reported 16 employees on education leave.

During 2001/02 72% of all employees received some form of training.

Northwest Territories Educational Leadership Program

All school principals in the NWT must have a NWT Educational Leadership Certificate or must obtain one within two years of becoming a principal. The Educational Leadership Program is jointly offered by the NWT Department of Education, Culture and Employment and the Nunavut Department of Education.

In phase one of the program, participants learn about school culture, management, instructional leadership, advocacy and organizational management. Phase two delves into building community networks, governance and community educational planning.

There were 28 participants enrolled in the program in 2002. Ten graduates obtained their certificate during the year. Thirty of the 48 NWT principals have now successfully completed this program.

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Northern Graduate Employment Program

The purpose of this program is to encourage northern post-secondary graduates to take their first job in the North. This program is proactive in assisting Northern graduates to find northern employment and practical placement options. In addition, it provides career development workshops and support for permanent placements following internships. Elements of this program include:

- Graduate Employment Promotion and Recruitment
- Graduate Employment for Nurses
- Graduate Employment for Social Workers
- Graduate Employment for Teachers
- Graduate Internships
- Graduate Transition Program
- Career Development Workshops
- Graduate Job Placement Support
- Graduate Exit Interview

Graduate Internship Program

The graduate internship program supported the placement of 54 public sector interns during 2002/03. Of the 46 graduates that completed their internships in 2001/02, 23 were hired into term or indeterminate positions with the GNWT; 10 found casual work within the GNWT; 6 were hired into the NWT private sector; 3 returned to school outside the NWT; 1 was hired into the Federal Government; and 3 found employment outside the NWT.

Graduate Employment Program

Through the Graduate Employment Program, the GNWT recruited 4 graduate social workers and 3 graduate teachers during 2002/03.

Mentorship

Mentorship provides new employees with support and assistance in the transition to their new career and community with the ultimate goal of improving retention and reducing turnover. Formal mentorship and induction programs have been established for nurses, social workers and teachers. Formal mentors are long-term employees who are provided additional compensation for these responsibilities.

Transfer Assignments and Secondments

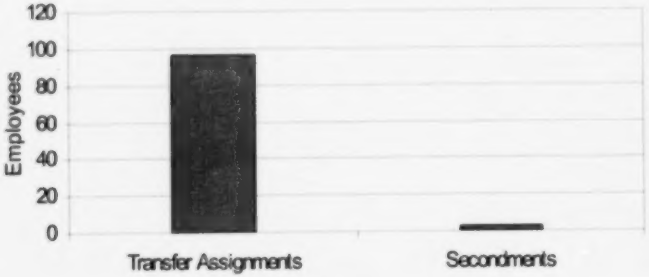
The GNWT uses transfer assignments and secondments to provide employees with opportunities to broaden their work experience. They also allow the GNWT to meet short-term human resource needs that cannot be met through the open competition process.

Transfer assignments are temporary work placements that offer employees development and an opportunity to share knowledge between GNWT work units.

Secondments enable employees to gain knowledge and experience that will benefit both the employee and the GNWT upon their return. A secondment involves the temporary assignment of:

- a Government employee to a position in an outside organization; or
- a non-government employee to a position with the Government.

Transfer Assignments and Secondments, 2002



Public Service Career Training Program

The Public Service Career Training Program (PSCTP) is a cost-shared program that provides support to GNWT departments, boards and agencies to train affirmative action candidates for permanent officer and management level positions to help meet the human resource needs of the Government.

The PSCTP provides training, counselling, monitoring, administrative support and a trainee cost subsidy for the development and delivery of individualized training programs of up to three years duration. Training programs include a combination of on-the-job training provided by the applying department, board or agency, self-directed learning activities and specialized short courses of up to six weeks in length.

The PSCTP Full-Time Trainee Program: A trainee position is filled through the Government competition process and is appointed to the target position upon successful completion of training.

The PSCTP Part-Time Trainee Program: GNWT affirmative action employees identified by their departments, boards and agencies to have the potential to progress to higher-level positions with appropriate training and experience may receive training on a part-time basis while occupying an existing position. Trainees will be qualified to apply for higher-level positions with the GNWT upon successful completion of training.

There were 7 trainees enrolled in the program during 2002, 3 of which were enrolled in their final year. Four trainees completed their training during 2002.

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Direct Appointments

Direct appointments are an important mechanism for supporting the development and hiring of employees. They allow the GNWT to appoint and promote candidates to support the career development of individuals having priority under the Affirmative Action Policy. Direct appointments may also be used in situations where recent recruitment efforts for similar positions indicate that an open competition would be unproductive. During 2002/03, 64 employees were appointed directly into positions, of which 33 were aboriginal employees.

Succession Planning

Within the next ten years, it is anticipated that two thirds of the GNWT's present management group will be eligible for retirement. In order to ensure there are qualified employees to assume these senior positions, a strategy is being developed to guide the development and implementation of a GNWT succession-planning program.

It is anticipated that this strategy will be finalized in early 2003.

Human Resource Training & Development

CHRS and the LRCS coordinate monthly meetings of all human resource managers in the GNWT in order to share best practices, identify areas of concern and to develop consistent approaches to various issues and reporting that impact human resource initiatives. In February 2002, CHRS hosted a 3-day conference for all GNWT human resource practitioners, which provided a variety of professional development workshops and mini-sessions on topics, related to effective human resource management.

Staff Retention Policy

The Staff Retention Policy assists individuals whose positions are eliminated to obtain alternative employment within the public service. Of the 3 affected individuals who were given lay-off notice, 1 found a new job within the GNWT, 1 selected separation assistance and work with the remaining employee continues.

Employee and Family Assistance Program

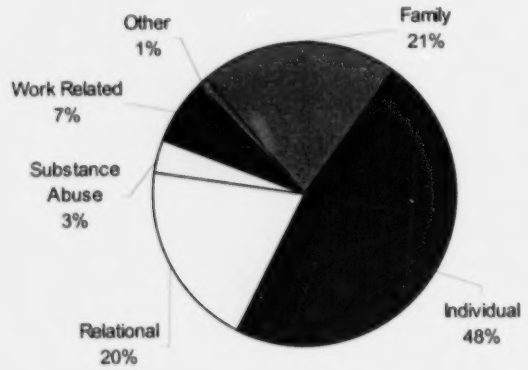
The Employee and Family Assistance Program supports and promotes a healthy and productive public service by assisting employees and their families to deal with such issues as:

- Personal and family concerns;
- Stress;
- Grieving;
- Substance abuse;
- Financial and legal concerns;
- Depression; and
- Work and career related issues.

This confidential program offers advice, assessment, referral and short term counselling for employees and their dependants at no cost to the employee. This program is accessible to all GNWT employees, in all regions and communities, through a toll free number. On an ongoing basis, information about the service is communicated to employees.

The following graph provides a breakdown of the types of employee issues being addressed in the program.

EFAP Clients by Presenting Problem, 2002



LABOUR RELATIONS AND COMPENSATION

Employee Relations

The collective agreement with the Union of Northern Workers' (UNW) who represent the majority of GNWT employees now provides more commitment to providing employees with a variety of options to work flexible hours. Options include, daily flexible or staggered hours, compressed workweeks, and job-sharing. In addition employees have been provided with enhanced vacation, parental and compassionate leaves.

The UNW and the GNWT have agreed to work together to review the current Northern Allowance components (used to compensate for the cost of living differences and equalize the buying power among NWT communities) and the processes used to change the community rates. A committee with representatives from both parties is responsible to review the current Northern Allowance methodology and provide recommendations to their principles. These recommendations are to reflect the establishment of a process where the community rates may be altered on a scheduled basis in accordance with a set formula/methodology based on objective, equitable and statistically quantifiable criteria.

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The unions and the GNWT have agreed to work together to develop a policy for the prevention of violence from non-employees. This GNWT-wide policy will provide a framework under which departments, boards and agencies and agencies may create their own specific policies and processes for preventing violence within individual workplaces.

Staffing Appeals

The staffing appeal process allows a GNWT employee or an affirmative action candidate, who has applied on a position in a bargaining unit, to request a review of the competition if they believe that the competition process was flawed. The staffing appeal hearings provide objective reviews of the staffing process, including the application of the Affirmative Action Policy. Representatives from the GNWT and the unions and an independent chairperson form the three-member staffing appeals committee.

Staffing Appeals, 2002

	2002			
Who Appealed	**Upheld**	**Denied**	**Withdrawn**	**Total**
Affirmative Action Non-Employees	6	15	3	**24**
Affirmative Action Employees	1	9	2	**12**
Non-Affirmative Action Employees	3	3	0	**6**
Total	**10**	**27**	**5**	**42**
% Of Total Appeals	**24%**	**64%**	**12%**	**100%**

The preceding table shows that the majority of the 2002 appeals (64%) were denied while only 24% of all appeals were upheld, demonstrating adherence to staffing procedures and policies.

Grievances and Arbitrations

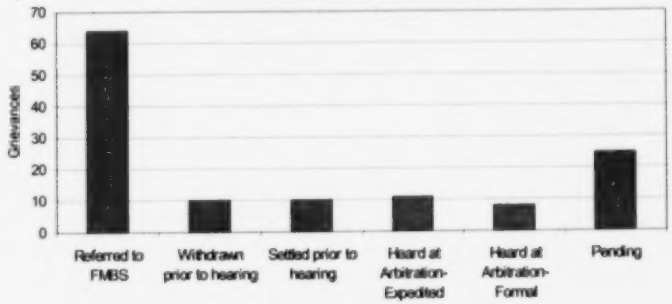
The grievance and arbitration processes are important tools used in the resolution of disputes between employees or the unions and the GNWT.

There are two types of arbitration: expedited and formal. Expedited arbitration allows grievances to be heard and decided relatively quickly, with limited evidence and no witnesses. Although awards given through the expedited process are binding, they are not precedent setting.

Formal arbitrations are similar to court hearings: they require evidence and witnesses. Formal arbitration awards are binding as well as precedent setting and are deemed to form part of the Collective Agreement. The grievances presented at formal arbitration usually involve more complex issues, such as discipline.

The majority of grievances are resolved through discussion between managers, the unions, employees and human resource practitioners. Sometimes, grievances are referred to arbitration where an independent arbitrator provides a final binding decision.

Arbitration Activity, 2002



During 2002, 32% of grievances referred to arbitration were resolved without a hearing (16% were withdrawn and a further 16% were settled). Although there were a number of arbitrations scheduled in the year, as a result of successful settlement discussions, there were only three formal arbitrations. No expedited arbitrations were held due to the low number of grievances appropriate for this forum.

Workplace Conflict Resolution

The GNWT recognizes the diversity of the public service and is committed to providing a workplace where all individuals are treated with fairness, dignity and respect.

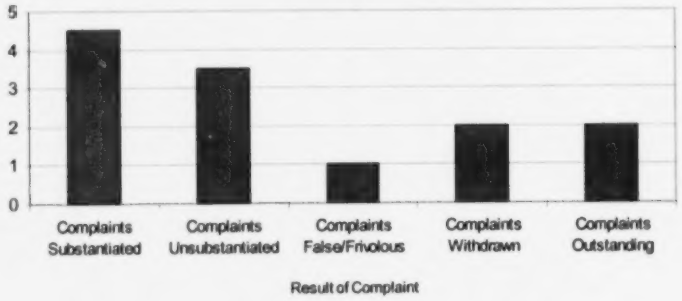
The Workplace Conflict Resolution Policy not only deals with harassment but also seeks to educate and therefore avoid future situations that may arise from inappropriate behaviour.

Training is provided annually to GNWT employees to become investigators; in addition, training is provided to employees on the policy itself including how the policy works, whom it applies to and how to go through the investigation process.

The complaint process has both informal and formal complaint resolution options for complainants.

In 2002, 10 formal investigations were conducted compared to 19 formal investigations in 2001. Out of the 10 investigations, 5 were substantiated and warranted action by the Deputy Head of the department. Of the remaining 5 investigations, 2 were unsubstantiated. Two investigations were a result of more than one complaint. The investigations resulted in some substantiated and some unsubstantiated complaints that required varying degrees of action from the Deputy Head of the department. The remaining complaint was not pursued through the formal complaint process.

Workplace Conflict Resolution, 2002



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Collective Bargaining

Union of Northern Workers' (UNW)

The collective agreement between the GNWT and the UNW expired on March 31, 2002 and a new agreement was ratified in July 2002.

Negotiations resulted in a three-year collective agreement with an increase of 9% to total compensation. Major changes to the agreement include:

- 3% increase to the pay-line for each of the three years.
- Increase in the accumulation of additional vacation leave days at 7 years of service (formerly it didn't increase until after 15 years of service) and increase the days by 3.5 a year for each change in accumulation years.
- Increase parental allowance to 17 weeks.
- When acting in a position at a higher pay range, employees receive either the higher rate of pay or 10% of the acting employee's regular pay, whichever is greater.
- Northern Allowance increased by $440 to each community in 2002.
- Increase to shift and standby premiums.
- Moved allowances for safety footwear and gloves, uniform dry cleaning and provisions regarding split shifts out of appendixes for specific occupational groups into the main agreement to ensure all eligible employees receive the same benefits.

Northwest Territories Teacher's Association (NWTTA)

The second year of the two-year agreement with the NWTTA became effective on September 1, 2002. Employees received an increase of 2.5% to the pay grid and teacher allowances as well as increases to the Northern Allowance.

The collective agreement between the GNWT and the NWTTA expires on August 31, 2003. Preparation for bargaining of a new agreement commenced in late 2002.

Job Evaluation

Audits and Quality Control

The Job Evaluation function has been decentralized to departments under a stringent framework of responsibilities and quality control mechanisms. As part of this, audits of processes and procedures in all departments, boards and agencies are conducted on a regular basis. Deputy Ministers have been provided with feedback and recommendations on issues ranging from committee training to administrative record keeping.

Evaluation Appeals

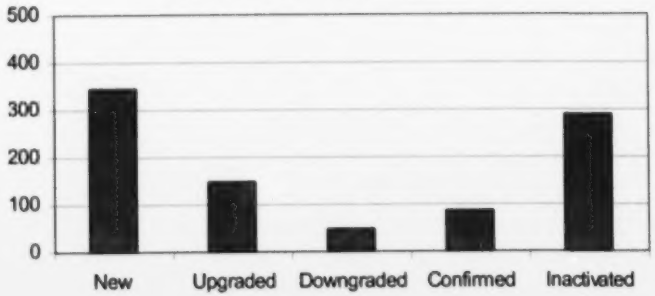
Job evaluation appeals are conducted with representatives from both the FMBS and the UNW in the case of unionised employees. In the case of appeals by excluded employees, a designated employee representative is involved. All but one of the 54 appeals received since the implementation of the Hay Job Evaluation System in 1999 have been resolved. The remaining appeal has been referred to a Job Evaluation Review Board for final disposition. Ten new appeals have since been filed.

The majority of appeals resulted in increases to the evaluation of the job points (upgrades) although a number remained the same and one saw a decrease in evaluation of the job points (downgrade). The appeals process is designed to ensure that the best possible job content understanding is obtained. The majority of evaluation increases are a result of improved job descriptions and understanding of the job functions.

During 2002, re-evaluations of positions resulted in 49 downgrades, 87 confirmed and 148 upgrades, 40 of which were part of the UNW position appeals. The evaluation of 87 reviewed jobs resulted in no change.

In 2003 the Job Evaluation Unit intends to continue to provide support and training to departments and carry out audits of job evaluation activities. In addition, desk audit processes will be developed and implemented in order to provide additional opportunities to ensure that job descriptions are adequate and useful.

Job Evaluation Activity, 2002



Benefits Administration

During 1996/1997, in an effort to provide Deputy Heads with the tools they need to manage their human resources, many human resource functions and authorities were delegated to departments, boards and agencies. One of these delegations was benefits administration.

In 2000, problems were identified in benefits administration at the department level. A working group was established to review the existing system and develop options for improving the delivery of benefits. The working group identified key issues relating to the consistency of benefits service delivery, the replacement of fully trained replacement staff hired by the departments, boards and agencies and the ability to gain expertise in pensions and insurances. The preferred option to address these issues was to centralize the administration of pensions and insurances.

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In 2002 a 1-year pilot project established a centralized benefits administration unit consisting of 7 departments. The participating departments contribute human and/or financial resources to support this unit. The evaluation of the success of the pilot will play a major role in determining the most effective manner of delivering benefits services to employees.

LRCS coordinates monthly meetings of all departmental benefits staff in order to share best practices, identify areas of concern and to develop consistent approaches to benefits administration and reporting.

Pension and Insurance Reform Project

The GNWT participates in the Federal Public Service Superannuation Plan (PSSP) and associated insurances. In 1999 legislative changes resulted in a significant increase of employer contributions to the PSSP by the GNWT. The Pension and Insurance Reform Project (PIRP) was established to review current pension and associated insurance costs and review the feasibility of withdrawing from the PSSP and creating new plans with similar benefits.

A steering committee for the project was established and consisted of the Presidents of the NWTTA and UNW and several Deputy Ministers. Mercer Human Resources Consulting was awarded a contract to assist the GNWT and a technical group was created to carry out the day-to-day work involved in the project.

In April 2002, the project consultants presented their final report for Phase 1 of the project. As a result of the work carried out during this phase and the findings of the consultants, the GNWT made the decision to continue its participation in the PSSP and its associated insurances.

The GNWT is currently engaged in updating the PSSP database with historical employee information to meet new PSSP guidelines. This will allow PSSP to provide pension statements to employees on an annual basis.

Human Resource Management System

The Human Resource Management System (HRMS) produces payroll and creates human resources information to assist management in making sound human resource planning decisions. GNWT departments (excluding the Inuvik and Yellowknife Health and Social Services Authorities and the Dogrib Community Services Board), the NWT Housing Corporation and the Divisional Education Councils use the HRMS.

A business case was approved to upgrade the HRMS to Peoplesoft Version 8.3 and work on the project commenced in 2002. This upgrade will allow for employee self-service where employees may access some of their benefits and pay information on the system.

Equal Pay

In June 2002, the long-standing equal pay for work of equal value complaint filed against the GNWT by the Public Service Alliance of Canada (PSAC) in 1989 was resolved.

The GNWT, the Public Service Alliance of Canada and the Canadian Human Rights Commission negotiated the terms of the settlement. The Canadian Human Rights Tribunal hearing the equal pay complaint issued a consent order incorporating the settlement on June 25th, 2002.

The settlement is valued at $50 million. The $50 million package includes $23 million previously paid to employees under a related initiative.

Thousands of indeterminate, term, seasonal and casual employees, are eligible to receive a payment based on their length of service in a variety of female dominated occupational groups that existed in various GNWT departments, boards and agencies between March 28, 1989 and March 31, 1998.

By the end of December 2002, approximately $13 million had been paid to over 2,600 employees under the settlement. Eligible individuals have until December 2004 to identify themselves in order to receive compensation.

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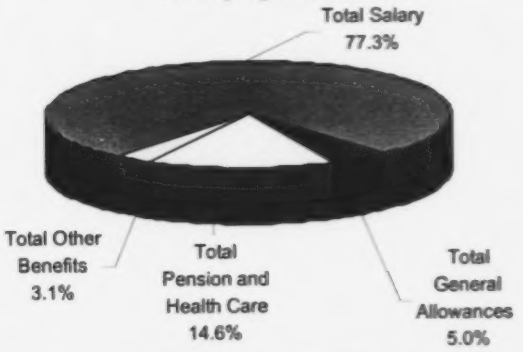
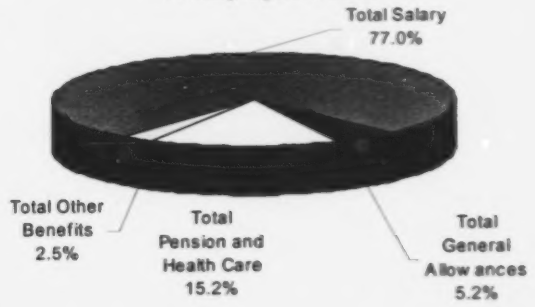
HUMAN RESOURCE COSTS OF THE GNWT PUBLIC SERVICE

The cost of maintaining the GNWT public service is tracked for each calendar year. For comparison purposes, the following graphs depict the 2001 and 2002 approximate costs for employing the entire public service, including those employees holding casual employment.

Salary and Benefit Costs of Employees, 2001



Salary and Benefit Costs of Employees, 2002



Salary and Benefit Costs of Employees

for year ended December 31st

Costs	2001	2002
Salary and Wages	$235,761,000	$252,627,000
Overtime	$9,587,000	$11,261,000
Call-back	$1,437,000	$1,420,000
Miscellaneous	$2,896,000	$2,097,000
Standby	$953,000	$1,032,000
Shift Premium	$670,000	$720,000
Total Salary	**$251,304,000**	**$269,157,000**
Northern Allowance	$15,173,000	$17,082,000
Bilingual Bonus/Language Allowance	$328,000	$378,000
Education Allowance	$716,000	$857,000
Total General Allowances	**$16,217,000**	**$18,317,000**
Superannuation	$26,862,000	$29,119,000
Employment Insurance	$5,101,000	$5,378,000
Canadian Pension Plan	$6,717,000	$8,059,000
Worker's Compensation Plan	$980,000	$1,279,000
Disability Insurance	$1,689,000	$1,835,000
Dental	$2,043,000	$2,197,000
Public Service Health Care Plan	$1,767,000	$2,153,000
Supplementary Unemployment Benefit plan - maternity/adoption	$1,458,000	$2,222,000
Public Service Management Insurance Plan - Managment/Excluded	$614,000	$609,000
Employee Family Assistance Program	$347,000	$383,000
Total Pension and Health Care	**$47,578,000**	**$53,234,000**
Medical Travel Assistance	$1,930,000	$1,931,000
Removal In/Transfer	$2,157,000	$2,649,000
Severance Pay	$2,111,000	$1,246,000
Professional Development/Training	$3,311,000	$2,431,000
Removal Out/Ultimate	$514,000	$426,000
Total Other Benefits	**$10,023,000**	**$8,683,000**
Grand Total	**$325,122,000**	**$349,391,000**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

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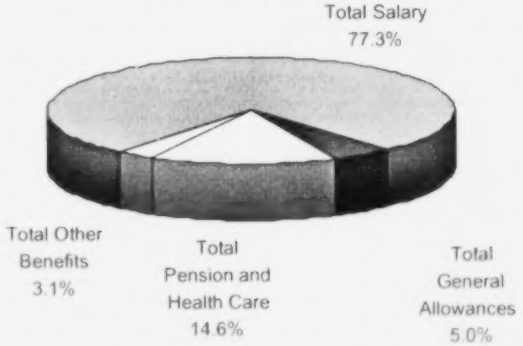
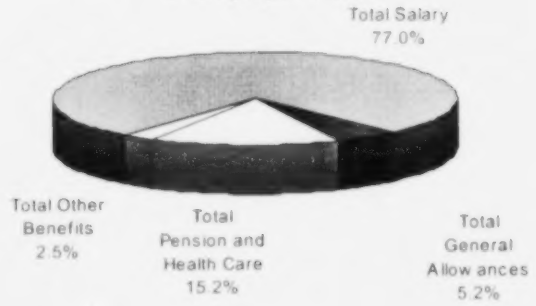


Salary and Benefit Costs of Employees, 2002



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WORKFORCE INFORMATION

Occupational Categories

The GNWT assigns an occupational designation to each position based on the National Occupational Classification (NOC) system. This designation is then used to classify occupational data and compile, analyze and report information about occupations in the public service.

The public service is comprised of a wide range of jobs. Examples of the positions found within each occupational category include:

- **Management**: Deputy Minister, Program Director and Regional Superintendent.
- **Business, Finance & Administration**: Finance Officer, Human Resource Officer and office support staff.
- **Natural & Applied Sciences & Related Occupations**: Engineer, Biologist and Renewable Resources Officer.
- **Health Occupations**: Registered Nurse, Medical Lab Technician and Certified Nursing Assistant.
- **Occupations in Social Science, Education & Government Service and Religion**: Community Social Services Worker, Teacher, College Instructor, Legal Counsel and Economic Development Officer.
- **Occupations in Art, Culture, Recreation & Sport**: Librarian and Youth Worker.
- **Sales and Service**: Correctional Officer, Classroom Assistant and Custodial Worker.
- **Trades, Transport and Equipment Operators and Related Occupations**: Mechanic and Equipment Operator.
- **Occupations Unique to Primary Industry**: Fire Crew Member.
- **Manufacturing and Utilities**: Municipal Works Officer and Water Plant Operator.

The occupational categories are used to indicate the general distribution of employees within the public service. This distribution is then broken down to show the occupational distribution of employees by gender, aboriginal status, average age, average salary and average length of territorial public service. This data may be used to monitor, track and compare workforce changes and trends that assist management in developing human resource policies and procedures to meet current and future needs.

Employment Type

The GNWT reports on four employment types – full time, part time, term and seasonal employees. The majority of employees are hired on a full time basis but arrangements such as job-sharing allow individuals to be hired on a part time basis in an effort to balance home and work commitments.

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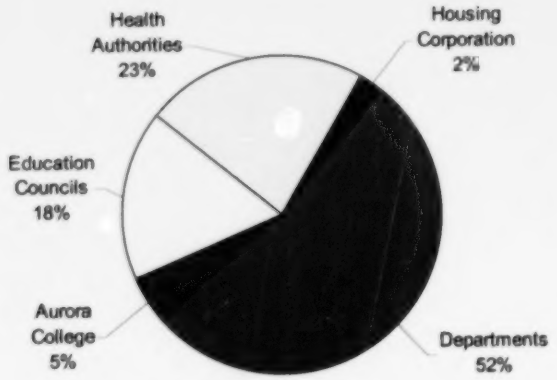
Term employees are hired for a specific period, often to complete a particular project. Seasonal employees, such as fire fighters, make up the smallest employment type.

At the end of 2002, 80% of the GNWT public service held a full time position while 5% held part time positions. Thirteen (13%) of GNWT employees were in term positions and 2% were in seasonal positions.

Composition of the Public Service

At the end of December 2002, the GNWT employed 3,961 people. The Health and Social Services Authorities employed 23% of these employees. Approximately 52% of employees were employed in GNWT departments, 18% in the Divisional Education Councils, 5% in Aurora College and 3% in the NWT Housing Corporation.

Public Service by Boards, Agencies and Departments at December 31, 2002



The majority of GNWT employees, about 84%, were members of the UNW and the NWTTA. Excluded employees accounted for 12% of the public service, while management made up 5%.

Employees by Employee Group
at December 31, 2002

	2002	
Employee Group	Employees	% of total
Senior Management	184	5%
Excluded Employees	464	12%
NWT Teachers Association	496	12%
Union of Northern Workers	2817	71%
Total	3961	100%

Approximately 52% of employees were employed in the Regions and 48% at Headquarters.

The average employee was 42.2 years of age in 2002, earned $61,665 per year and had 7.3 years of service.

The average aboriginal employee was 42 years of age, earned $54,041 per year and had 7.6 years of service.

The average non-aboriginal employee was 42.3 years of age, earned $65,261 per year and had 7.2 years of service.

The average female employee was 41.5 years of age, earned $57,339 per year and had 6.6 years of service.

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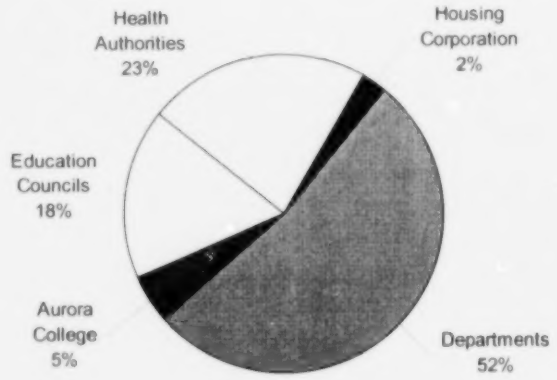

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The average female employee was 41.5 years of age, earned $57,339 per year and had 6.6 years of service.

The average male employee was 43.3 years of age, earned $68,767 per year and had 8.6 years of service.

Salary Distribution

The distribution of salaries changed very little since 2001 and continues to indicate the wide range of opportunities within the GNWT public service.

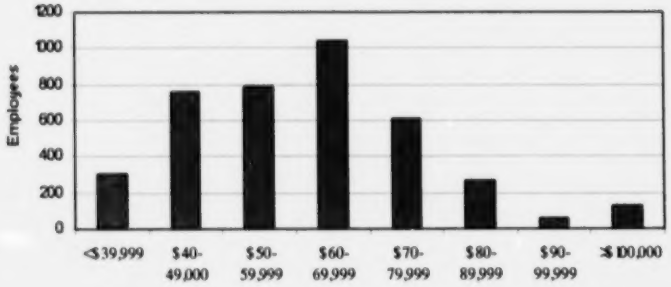
- Eight percent (8%) of all employees earned less than $39,999. Positions representative of this salary range were Custodial Workers and Receptionists.

- Nineteen percent (19%) of all employees earned between $40,000 and $49,999. Positions typically found within this range include Administrative Assistants, Classroom Assistants and Language Specialists.

- Twenty percent (20%) of all employees earned between $50,000 and $59,999. Positions representative of this range include Youth Officers, Finance Officers, Laboratory Technologists, Heavy Equipment Operators, Probation Officers and Certified Nursing Assistants.

- Twenty-six percent (26%) of all employees (representing the largest employee group), earned between $60,000 to $69,999. Positions representative of this range are General Duty Nurses, Business Development Officers, Systems Analysts, Human Resource Officers and Renewable Resource Officers.

Salary Distribution, 2002



- Fifteen percent (15%) of all employees earned between $70,000 and $79,999 in 2001. Typical jobs in this range include Biologists, Teachers, and Community Health Nurses.

- Seven percent (7%) of all employees earned between $80,000 and $89,999 in positions that include Engineers, Principals and Chief Negotiators.

- Only 1% of all employees earned $90,000 to $99,999. This range includes Directors and Regional Superintendents.

- Three percent (3%) of all employees earned more than $100,000. This range includes Deputy Ministers, Assistant Deputy Ministers and Directors.

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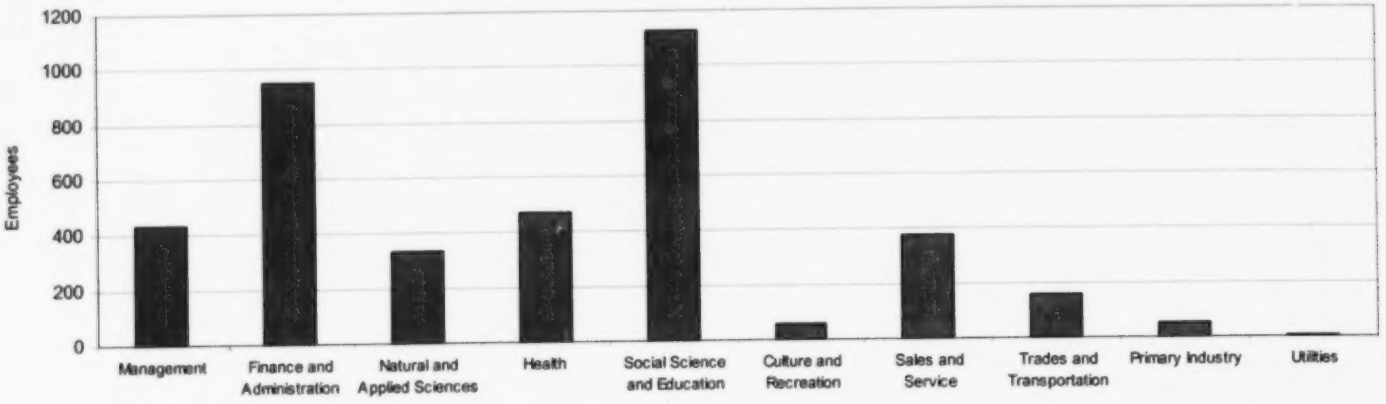
Employee Retention

Employee retention is the measurable effect of employees remaining in the GNWT public service. Overall, retention within the GNWT increased from 83.7% in 2001 to 85.8% in 2002.

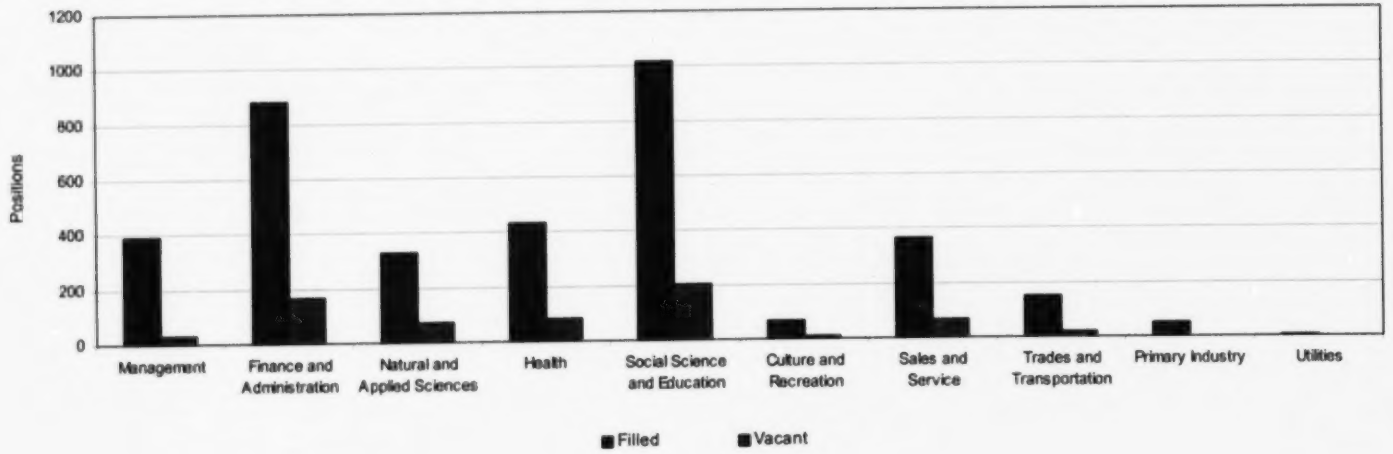
Retention issues (less than 85%) may exist in the following areas although in-depth analysis for each area would be required:

- All Divisional Education Councils except the Dogrib Community Services Board.
- The Inuvik Regional Health & Social Services Authority.
- The Inuvik Region.
- Temporary workers although further examination is required to determine if employees terminated before the terms expired.
- Employees hired from the south in the Social Sciences, Education, Government Services and Religion category followed by those in Arts, Culture, Recreation & Sports, Health Care and Trades, Transportation & Equipment Operations categories. The Turnover Rate by Occupational Category Chart is located on page 29.
- Employees with 1-3 years of service although this may be attributed to the average length of terms.

Employees by Occupational Category at December 31, 2002



Positions by Occupational Category at December 31, 2002



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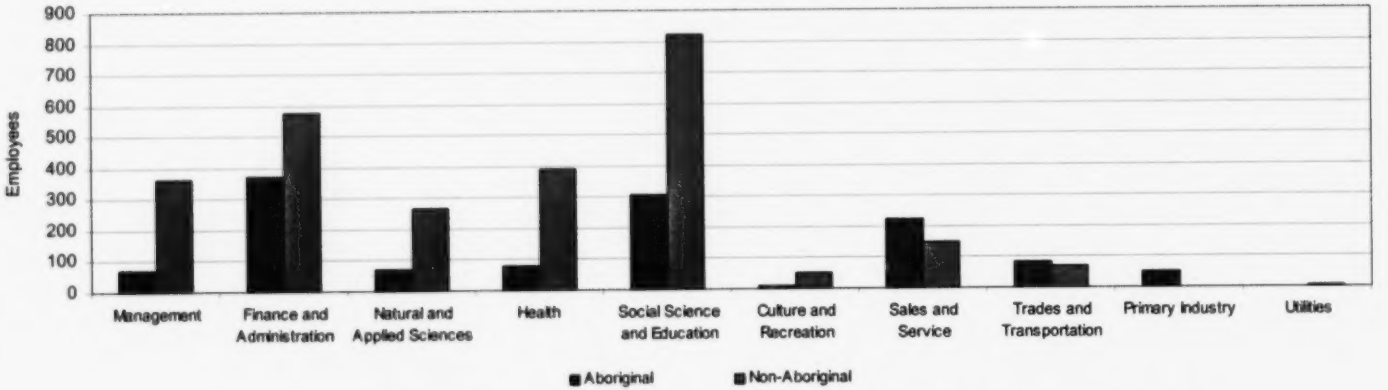
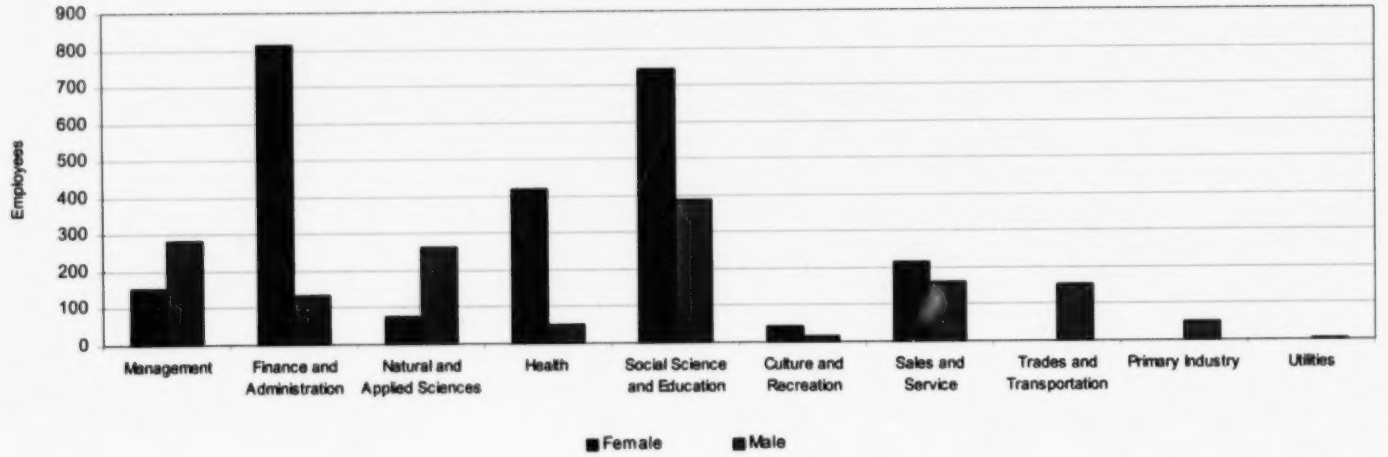
Aboriginal Employment by Occupational Category at December 31, 2002



Employee Gender by Occupational Category at December 31, 2002



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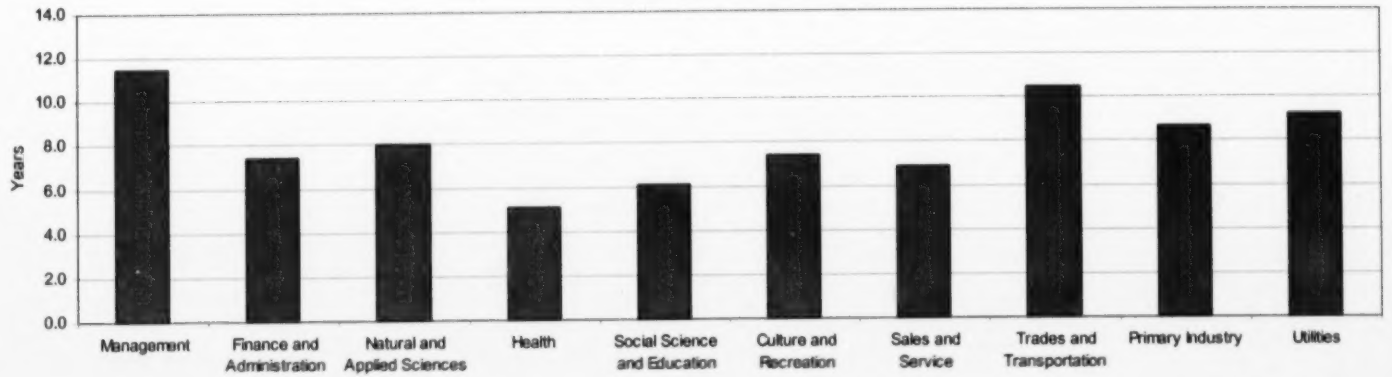
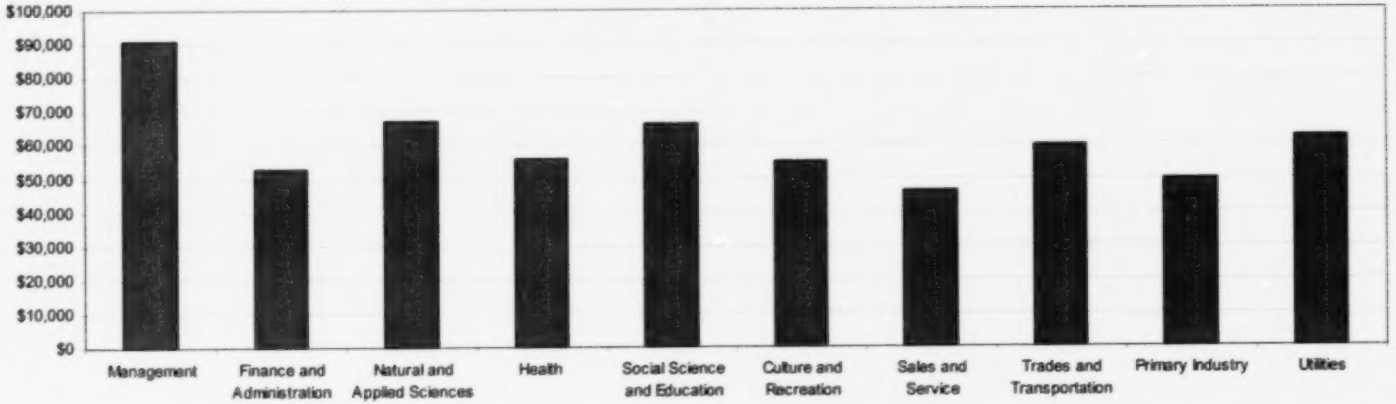
Average Years Territorial Public Service by Occupational Category at December 31, 2002



Average Salary by Occupational Category at December 31, 2002



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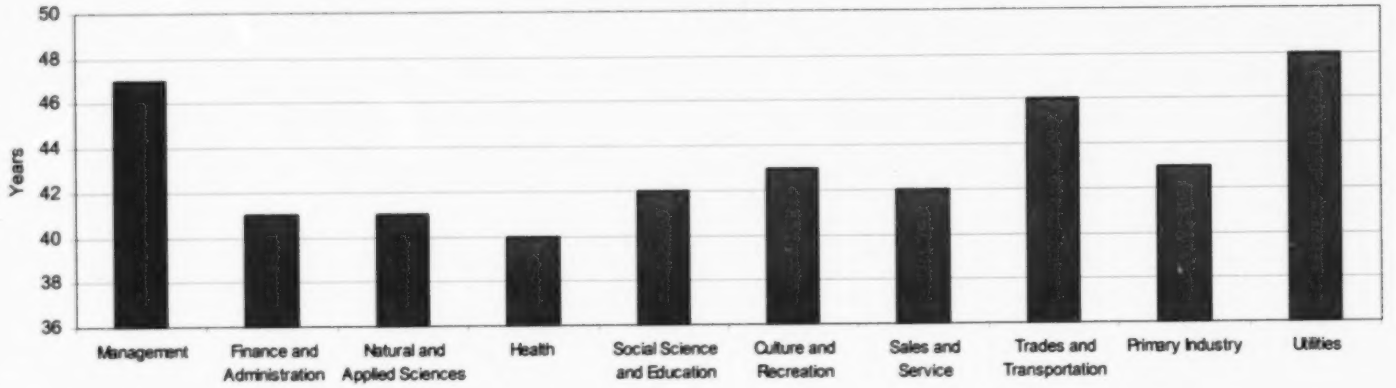
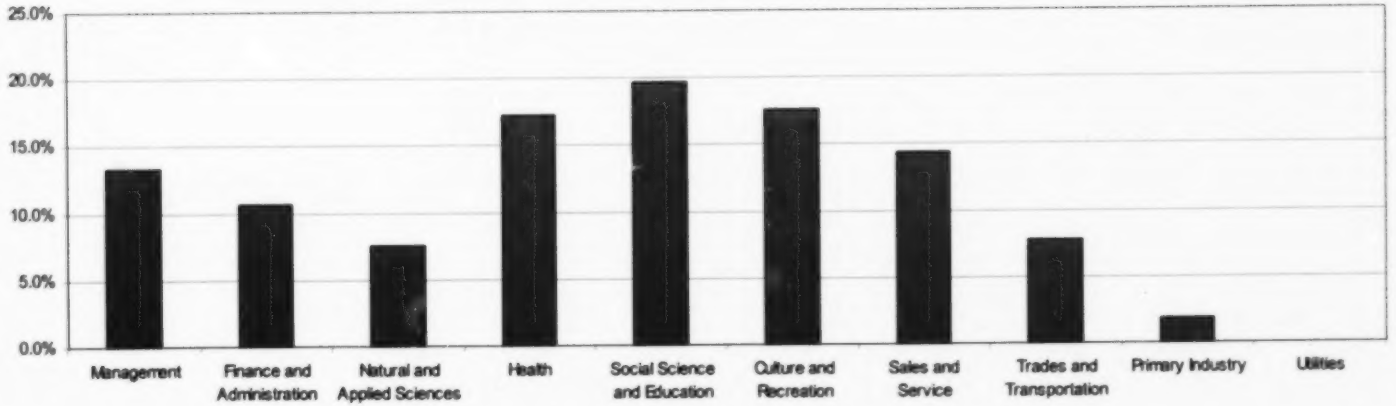
Average Age by Occupational Category, at December 31, 2002



Turnover Rate by Occupational Category at December 31, 2002



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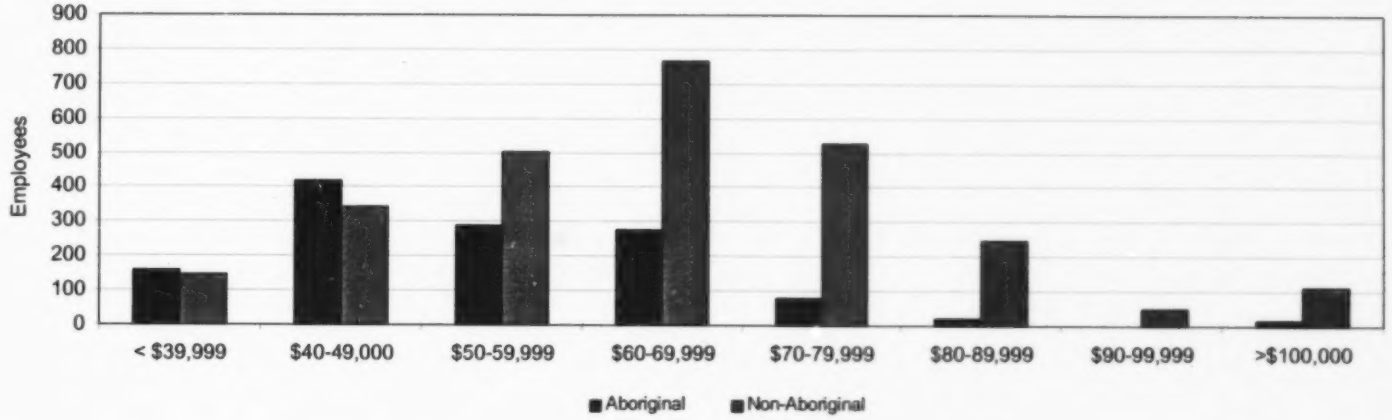
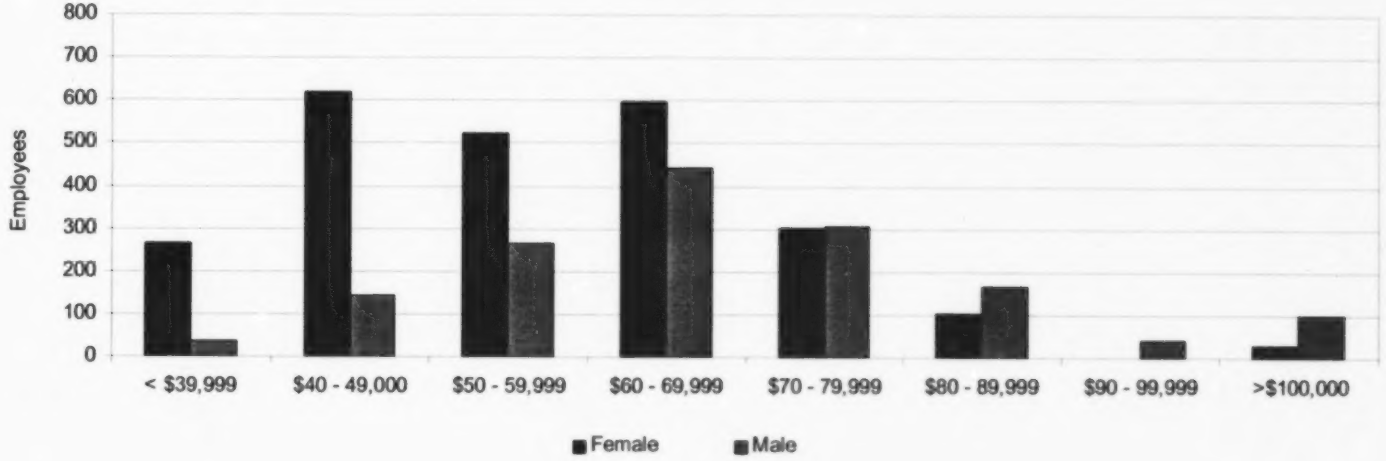
Salary Distribution, Aboriginal/Non-Aboriginal at December 31, 2002



Salary Distribution, Female-Male at December 31, 2002



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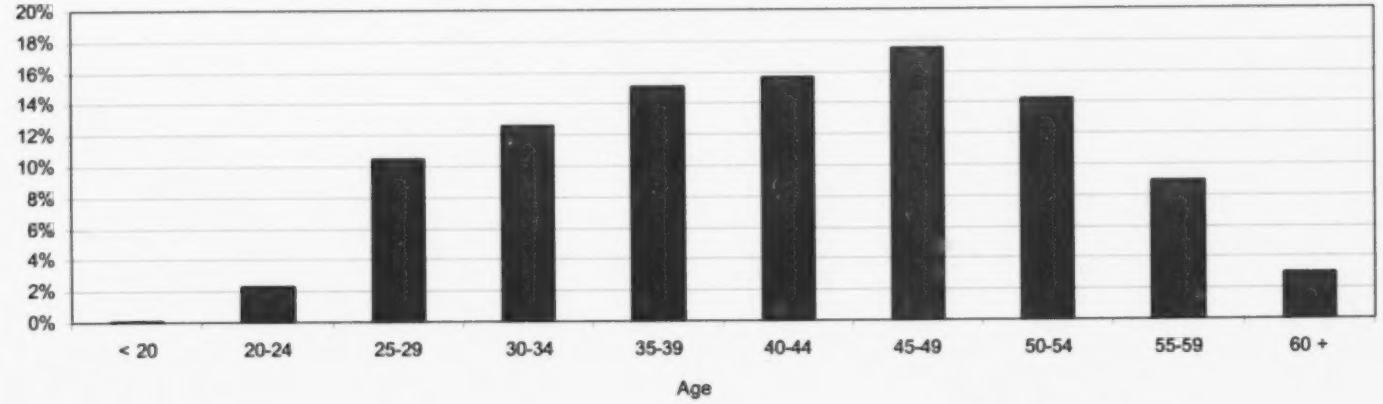
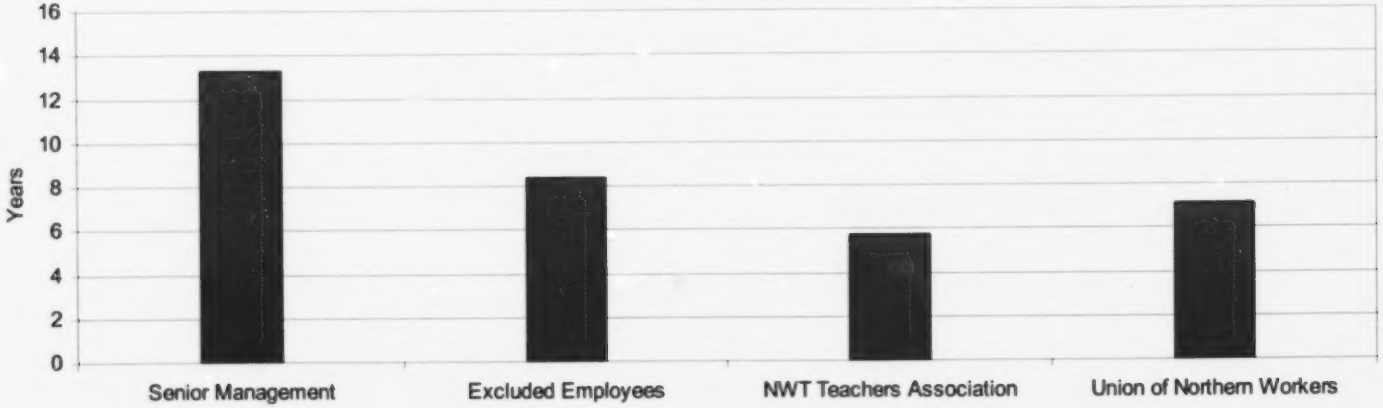
Percentage of Employees by Age Group
at December 31, 2002



Average Years of Territorial Public Service by Employee Group
at December 31, 2002



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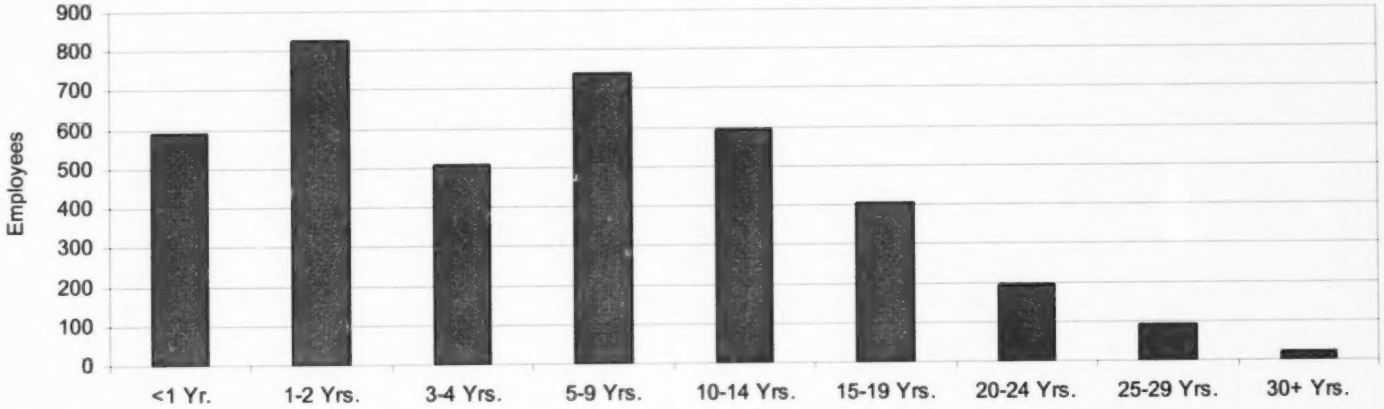
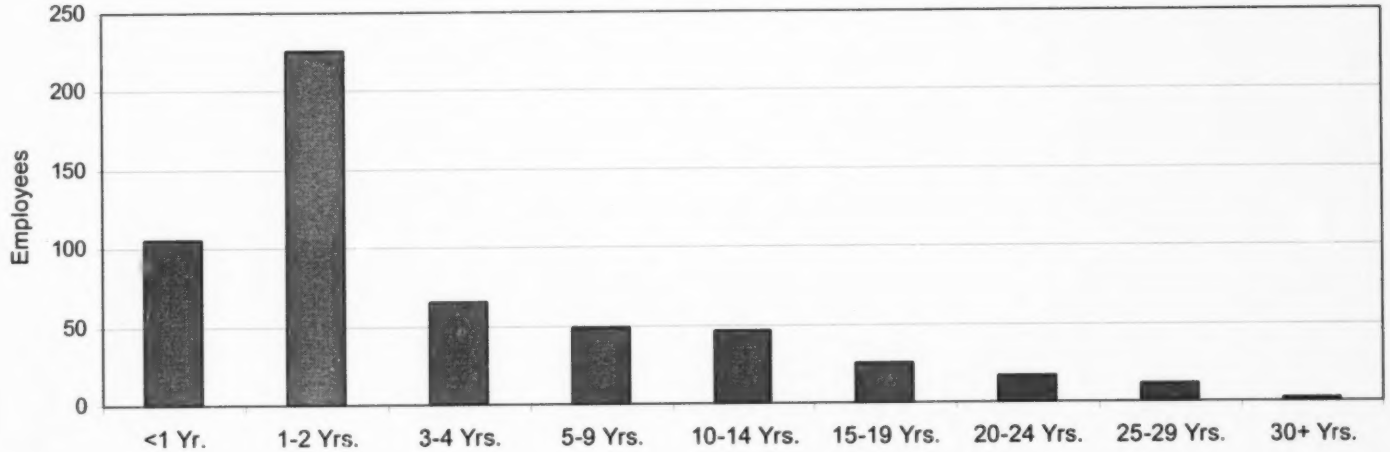
Employee Distribution by Years of Territorial Public Service at December 31, 2002



Separations by Years of Service, 2002



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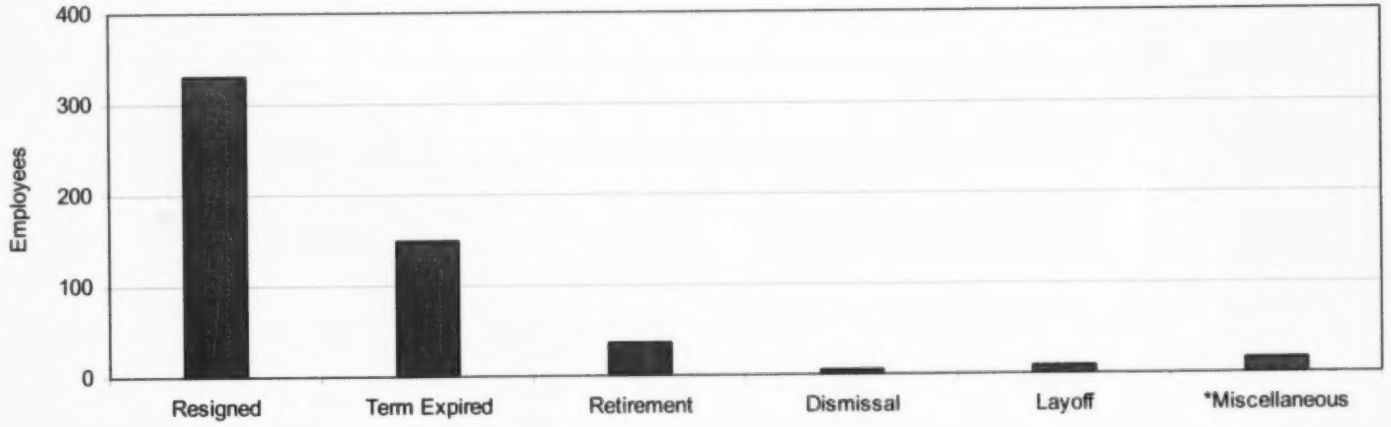
Separations by Reason for Leaving, 2002



Aboriginal Employee Distribution by Community at December 31, 2002

	2002		
Region/Community	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**
Headquarters	**1,911**	**322**	**17%**
Yellowknife	1,911	322	17%
Fort Simpson Region	**320**	**181**	**57%**
Fort Liard	46	30	65%
Fort Providence	45	29	64%
Fort Simpson	183	92	50%
Hay River Reserve	15	7	47%
Jean Marie River	4	2	50%
Kakisa	1	0	0%
Nahanni Butte	5	3	60%
Trout Lake	8	7	88%
Wrigley	13	11	85%
Fort Smith Region	**918**	**424**	
Detah	3	3	100%
Enterprise	13	4	31%
Fort Resolution	37	27	73%
Fort Smith	388	167	43%
Hay River	277	120	43%
Lutsel K'e	30	18	60%
Rae Lakes	8	3	38%
Rae/Edzo	132	68	52%
Wekweti	6	3	50%
Wha Ti	24	11	46%
Inuvik Region	**812**	**341**	**42%**
Aklavik	46	26	57%
Colville Lake	7	4	57%
Deline	28	16	57%
Fort Good Hope	33	19	58%
Fort McPherson	48	27	56%
Holman	25	10	40%
Inuvik	434	164	38%
Norman Wells	83	26	31%
Paulatuk	17	5	29%
Sachs Harbour	7	3	43%
Tsiigehtchic	11	5	45%
Tuktoyaktuk	43	22	51%
Tulita	30	14	47%
Total GNWT	**3,961**	**1,268**	**32%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Aboriginal Employment at December 31, 2002

	2002		
Department/Board	Total Employees	Aboriginal Employees	% Aboriginal Employees
Aboriginal Affairs	41	15	37%
Aurora College	197	54	27%
Education, Culture and Employment	204	65	32%
Executive	66	16	24%
Finance	45	9	20%
Financial Management Board Secretariat	141	31	22%
Health and Social Services	163	31	19%
Justice	402	140	35%
Legislative Assembly	29	3	10%
Municipal and Community Affairs	117	33	28%
Public Works and Services	205	70	34%
Resources, Wildlife and Economic Development	394	172	44%
Transportation	264	100	38%
Total for Departments	**2,265**	**739**	**33%**
Beaufort/Delta Divisional Education Council	193	57	30%
Commission Scolaire	24	0	0%
Deh Cho Divisional Education Council	105	47	45%
Dogrib Divisional Education Council	88	32	36%
Sahtu Divisional Education Council	88	32	36%
South Slave Divisional Education Council	199	54	27%
Total for Education Councils	**697**	**222**	**32%**
Deh Cho Health and Social Authority	64	35	55%
Dogrib Community Services Board	63	40	63%
Fort Smith Health and Social Services Authority	75	29	39%
Inuvik Regional Health and Social Authority	222	111	50%
Stanton Territorial Health Authority	351	25	7%
Yellowknife Health and Social Services Authority	125	33	26%
Total for Health and Social Services Authorities	**900**	**273**	**30%**
Northwest Territories Housing Corporation	96	34	35%
Total of Public Service	**3,961**	**1268**	**32%**

	2002		
Region	Total Employees	Aboriginal Employees	% Aboriginal Employees
Headquarters	1,911	322	17%
Fort Simpson	320	181	57%
Fort Smith	918	424	46%
Inuvik	812	341	42%
Total	**3,961**	**1268**	**32%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Aboriginal Employee Distribution by Community at December 31, 2002

	2002		
Region/Community	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**
Headquarters	**1,911**	**322**	**17%**
Yellowknife	1,911	322	17%
Fort Simpson Region	**320**	**181**	**57%**
Fort Liard	46	30	65%
Fort Providence	45	29	64%
Fort Simpson	183	92	50%
Hay River Reserve	15	7	47%
Jean Marie River	4	2	50%
Kakisa	1	0	0%
Nahanni Butte	5	3	60%
Trout Lake	8	7	88%
Wrigley	13	11	85%
Fort Smith Region	**918**	**424**	
Detah	3	3	100%
Enterprise	13	4	31%
Fort Resolution	37	27	73%
Fort Smith	388	167	43%
Hay River	277	120	43%
Lutsel K'e	30	18	60%
Rae Lakes	8	3	38%
Rae/Edzo	132	68	52%
Wekweti	6	3	50%
Wha Ti	24	11	46%
Inuvik Region	**812**	**341**	**42%**
Aklavik	46	26	57%
Colville Lake	7	4	57%
Deline	28	16	57%
Fort Good Hope	33	19	58%
Fort McPherson	48	27	56%
Holman	25	10	40%
Inuvik	434	164	38%
Norman Wells	83	26	31%
Paulatuk	17	5	29%
Sachs Harbour	7	3	43%
Tsiigehtchic	11	5	45%
Tuktoyaktuk	43	22	51%
Tulita	30	14	47%
Total GNWT	**3,961**	**1,268**	**32%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Aboriginal Employment at December 31, 2002

	2002		
Department/Board	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**
Aboriginal Affairs	41	15	37%
Aurora College	197	54	27%
Education, Culture and Employment	204	65	32%
Executive	66	16	24%
Finance	45	9	20%
Financial Management Board Secretariat	141	31	22%
Health and Social Services	163	31	19%
Justice	402	140	35%
Legislative Assembly	29	3	10%
Municipal and Community Affairs	117	33	28%
Public Works and Services	205	70	34%
Resources, Wildlife and Economic Development	394	172	44%
Transportation	264	100	38%
Total for Departments	**2,268**	**739**	**33%**
Beaufort/Delta Divisional Education Council	193	57	30%
Commission Scolaire	24	0	0%
Deh Cho Divisional Education Council	105	47	45%
Dogrib Divisional Education Council	88	32	36%
Sahtu Divisional Education Council	88	32	36%
South Slave Divisional Education Council	199	54	27%
Total for Education Councils	**697**	**222**	**32%**
Deh Cho Health and Social Authority	64	35	55%
Dogrib Community Services Board	63	40	63%
Fort Smith Health and Social Services Authority	75	29	39%
Inuvik Regional Health and Social Authority	222	111	50%
Stanton Territorial Health Authority	351	25	7%
Yellowknife Health and Social Services Authority	125	33	26%
Total for Health and Social Services Authorities	**900**	**273**	**30%**
Northwest Territories Housing Corporation	96	34	35%
Total of Public Service	**3,961**	**1,268**	**32%**

	2002		
Region	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**
Headquarters	1,911	322	17%
Fort Simpson	320	181	57%
Fort Smith	918	424	46%
Inuvik	812	341	42%
Total	**3,961**	**1,268**	**32%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Indigenous Non-Aboriginal Employment at December 31, 2002

	2002		
Department/Board	Total Employees	Indigenous Non-Aboriginal Employees	% of Indigenous Non-Aboriginal Employees
Aboriginal Affairs	41	10	24%
Aurora College	197	11	6%
Education, Culture and Employment	204	27	13%
Executive	66	24	36%
Finance	45	7	16%
Financial Management Board Secretariat	141	37	26%
Health and Social Services	163	20	12%
Justice	402	65	16%
Legislative Assembly	29	11	38%
Municipal and Community Affairs	117	26	22%
Public Works and Services	205	28	14%
Resources, Wildlife and Economic Development	394	63	16%
Transportation	264	51	19%
Total for Departments	**2,268**	**380**	**17%**
Beaufort/Delta Divisional Education Council	193	3	2%
Commission Scolaire	24	0	0%
Deh Cho Divisional Education Council	105	2	2%
Dogrib Divisional Education Council	88	0	0%
Sahtu Divisional Education Council	88	1	1%
South Slave Divisional Education Council	199	14	7%
Total for Education Councils	**697**	**20**	**3%**
Deh Cho Health and Social Authority	64	3	5%
Dogrib Community Services Board	63	2	3%
Fort Smith Health and Social Services Authority	75	2	3%
Inuvik Regional Health and Social Authority	222	7	3%
Stanton Territorial Health Authority	351	41	12%
Yellowknife Health and Social Services Authority	125	17	14%
Total for Health and Social Services Authorities	**900**	**72**	**8%**
Northwest Territories Housing Corporation	96	13	14%
Total of Public Service	**3,961**	**485**	**12%**

	2002		
Region	Total Employees	Indigenous Non-Aboriginal Employees	% of Indigenous Non-Aboriginal Employees
Headquarters	1,911	373	20%
Fort Simpson	320	14	4%
Fort Smith	918	70	8%
Inuvik	812	28	3%
Total	**3,961**	**485**	**12%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Disabled Persons Employment at December 31, 2002

	2002		
Department/Board	Total Employees	Disabled Employees	% of Disabled Employees
Aboriginal Affairs	41	0	0.0%
Aurora College	197	0	0.0%
Education, Culture and Employment	204	0	0.0%
Executive	66	0	0.0%
Finance	45	1	2.2%
Financial Management Board Secretariat	141	0	0.0%
Health and Social Services	163	1	0.6%
Justice	402	2	0.5%
Legislative Assembly	29	0	0.0%
Municipal and Community Affairs	117	1	0.9%
Public Works and Services	205	3	1.5%
Resources, Wildlife and Economic Development	394	1	0.3%
Transportation	264	2	0.8%
Total for Departments	**2,268**	**11**	**0.5%**
Beaufort/Delta Divisional Education Council	193	0	0.0%
Commission Scolaire	24	0	0.0%
Deh Cho Divisional Education Council	105	0	0.0%
Dogrib Divisional Education Council	88	0	0.0%
Sahtu Divisional Education Council	88	0	0.0%
South Slave Divisional Education Council	199	0	0.0%
Total for Education Councils	**697**	**0**	**0.0%**
Deh Cho Health and Social Authority	64	0	0.0%
Dogrib Community Services Board	63	0	0.0%
Fort Smith Health and Social Services Authority	75	1	1.3%
Inuvik Regional Health and Social Authority	222	0	0.0%
Stanton Territorial Health Authority	351	2	0.6%
Yellowknife Health and Social Services Authority	125	0	0.0%
Total for Health and Social Services Authorities	**900**	**3**	**0.3%**
Northwest Territories Housing Corporation	96	5	5.2%
Total of Public Service	**3,961**	**19**	**0.5%**

	2002		
Region	Total Employees	Disabled Employees	% of Disabled Employees
Headquarters	1,911	13	0.7%
Fort Simpson	320	1	0.3%
Fort Smith	918	2	0.2%
Inuvik	812	3	0.4%
Total	**3,961**	**19**	**0.5%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Indigenous Non-Aboriginal Employment at December 31, 2002

	2002		
Department/Board	**Total Employees**	**Indigenous Non-Aboriginal Employees**	**% of Indigenous Non-Aboriginal Employees**
Aboriginal Affairs	41	10	24%
Aurora College	197	11	6%
Education, Culture and Employment	204	27	13%
Executive	66	24	36%
Finance	45	7	16%
Financial Management Board Secretariat	141	37	26%
Health and Social Services	163	20	12%
Justice	402	65	16%
Legislative Assembly	29	11	38%
Municipal and Community Affairs	117	26	22%
Public Works and Services	205	28	14%
Resources, Wildlife and Economic Development	394	63	16%
Transportation	264	51	19%
Total for Departments	**2,268**	**380**	**17%**
Beaufort/Delta Divisional Education Council	193	3	2%
Commission Scolaire	24	0	0%
Deh Cho Divisional Education Council	105	2	2%
Dogrib Divisional Education Council	88	0	0%
Sahtu Divisional Education Council	88	1	1%
South Slave Divisional Education Council	199	14	7%
Total for Education Councils	**697**	**20**	**3%**
Deh Cho Health and Social Authority	64	3	5%
Dogrib Community Services Board	63	2	3%
Fort Smith Health and Social Services Authority	75	2	3%
Inuvik Regional Health and Social Authority	222	7	3%
Stanton Territorial Health Authority	351	41	12%
Yellowknife Health and Social Services Authority	125	17	14%
Total for Health and Social Services Authorities	**900**	**72**	**8%**
Northwest Territories Housing Corporation	96	13	14%
Total of Public Service	**3,961**	**485**	**12%**

	2002		
Region	**Total Employees**	**Indigenous Non-Aboriginal Employees**	**% of Indigenous Non-Aboriginal Employees**
Headquarters	1,911	373	20%
Fort Simpson	320	14	4%
Fort Smith	918	70	8%
Inuvik	812	28	3%
Total	**3,961**	**485**	**12%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Disabled Persons Employment at December 31, 2002

	2002		
Department/Board	**Total Employees**	**Disabled Employees**	**% of Disabled Employees**
Aboriginal Affairs	41	0	0.0%
Aurora College	197	0	0.0%
Education, Culture and Employment	204	0	0.0%
Executive	66	0	0.0%
Finance	45	1	2.2%
Financial Management Board Secretariat	141	0	0.0%
Health and Social Services	163	1	0.6%
Justice	402	2	0.5%
Legislative Assembly	29	0	0.0%
Municipal and Community Affairs	117	1	0.9%
Public Works and Services	205	3	1.5%
Resources, Wildlife and Economic Development	394	1	0.3%
Transportation	264	2	0.8%
Total for Departments	**2,268**	**11**	**0.5%**
Beaufort/Delta Divisional Education Council	193	0	0.0%
Commission Scolaire	24	0	0.0%
Deh Cho Divisional Education Council	105	0	0.0%
Dogrib Divisional Education Council	88	0	0.0%
Sahtu Divisional Education Council	88	0	0.0%
South Slave Divisional Education Council	199	0	0.0%
Total for Education Councils	**697**	**0**	**0.0%**
Deh Cho Health and Social Authority	64	0	0.0%
Dogrib Community Services Board	63	0	0.0%
Fort Smith Health and Social Services Authority	75	1	1.3%
Inuvik Regional Health and Social Authority	222	0	0.0%
Stanton Territorial Health Authority	351	2	0.6%
Yellowknife Health and Social Services Authority	125	0	0.0%
Total for Health and Social Services Authorities	**900**	**3**	**0.3%**
Northwest Territories Housing Corporation	96	5	5.2%
Total of Public Service	**3,961**	**19**	**0.5%**

	2002		
Region	**Total Employees**	**Disabled Employees**	**% of Disabled Employees**
Headquarters	1,911	13	0.7%
Fort Simpson	320	1	0.3%
Fort Smith	918	2	0.2%
Inuvik	812	3	0.4%
Total	**3,961**	**19**	**0.5%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Aboriginals in the Management Occupational Category at December 31, 2002

	2002		
Department/Board	Total Management Employees	Aboriginals in Management	% of Aboriginals in Management
Aboriginal Affairs	10	4	40%
Aurora College	10	2	20%
Education, Culture and Employment	13	2	15%
Executive	11	1	9%
Finance	6	1	17%
Financial Management Board Secretariat	9	2	22%
Health and Social Services	12	0	0%
Justice	12	1	8%
Legislative Assembly	4	0	0%
Municipal and Community Affairs	16	4	25%
Public Works and Services	9	1	11%
Resources, Wildlife and Economic Development	25	4	16%
Transportation	12	1	8%
Total for Departments	**149**	**25**	**17%**
Beaufort/Delta Divisional Education Council	2	1	50%
Commission Scolaire	1	0	0%
Deh Cho Divisional Education Council	2	1	50%
Dogrib Divisional Education Council	1	1	100%
Sahtu Divisional Education Council	1	0	0%
South Slave Divisional Education Council	1	0	0%
Total for Education Councils	**8**	**3**	**38%**
Deh Cho Health and Social Authority	2	1	50%
Dogrib Community Services Board	1	0	0%
Fort Smith Health and Social Services Authority	3	1	33%
Inuvik Regional Health and Social Authority	5	0	0%
Stanton Territorial Health Authority	4	0	0%
Yellowknife Health and Social Services Authority	1	0	0%
Total for Health and Social Services Authorities	**16**	**2**	**13%**
Northwest Territories Housing Corporation	7	3	43%
Total of Public Service	**180**	**31**	**17%**

	2002		
Region	Total Management Employees	Aboriginals in Management	% of Aboriginals in Management
Headquarters	129	12	9%
Fort Simpson	8	3	38%
Fort Smith	23	11	48%
Inuvik	20	5	25%
Total	**180**	**31**	**17%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Women in the Management Occupational Category at December 31, 2002

	2002		
Department/Board	Total Management Employees	Number of Women in Management	% of Women in Management
Aboriginal Affairs	10	0	0%
Aurora College	10	5	50%
Education, Culture and Employment	13	8	62%
Executive	11	7	64%
Finance	6	1	17%
Financial Management Board Secretariat	9	2	22%
Health and Social Services	12	3	25%
Justice	12	4	33%
Legislative Assembly	4	1	25%
Municipal and Community Affairs	16	4	25%
Public Works and Services	9	2	22%
Resources, Wildlife and Economic Development	25	5	20%
Transportation	12	1	8%
Total for Departments	**149**	**43**	**29%**
Beaufort/Delta Divisional Education Council	2	2	100%
Commission Scolaire	1	0	0%
Deh Cho Divisional Education Council	2	1	50%
Dogrib Divisional Education Council	1	1	100%
Sahtu Divisional Education Council	1	0	0%
South Slave Divisional Education Council	1	0	0%
Total for Education Councils	**8**	**4**	**50%**
Deh Cho Health and Social Authority	2	2	100%
Dogrib Community Services Board	1	0	0%
Fort Smith Health and Social Services Authority	3	1	33%
Inuvik Regional Health and Social Authority	5	3	60%
Stanton Territorial Health Authority	4	2	50%
Yellowknife Health and Social Services Authority	1	0	0%
Total for Health and Social Services Authorities	**16**	**8**	**50%**
Northwest Territories Housing Corporation	7	0	0%
Total of Public Service	**180**	**55**	**31%**

	2002		
Region	Total Management Employees	Number of Women in Management	% of Women in Management
Headquarters	132	34	26%
Fort Simpson	8	4	50%
Fort Smith	21	8	38%
Inuvik	16	9	56%
Total	**177**	**55**	**31%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Aboriginals in the Management Occupational Category at December 31, 2002

	2002		
Department/Board	**Total Management Employees**	**Aboriginals in Management**	**% of Aboriginals in Management**
Aboriginal Affairs	10	4	40%
Aurora College	10	2	20%
Education, Culture and Employment	13	2	15%
Executive	11	1	9%
Finance	6	1	17%
Financial Management Board Secretariat	9	2	22%
Health and Social Services	12	0	0%
Justice	12	1	8%
Legislative Assembly	4	0	0%
Municipal and Community Affairs	16	4	25%
Public Works and Services	9	1	11%
Resources, Wildlife and Economic Development	25	4	16%
Transportation	12	1	8%
Total for Departments	**149**	**23**	**15%**
Beaufort/Delta Divisional Education Council	2	1	50%
Commission Scolaire	1	0	0%
Deh Cho Divisional Education Council	2	1	50%
Dogrib Divisional Education Council	1	1	100%
Sahtu Divisional Education Council	1	0	0%
South Slave Divisional Education Council	1	0	0%
Total for Education Councils	**8**	**3**	**38%**
Deh Cho Health and Social Authority	2	1	50%
Dogrib Community Services Board	1	0	0%
Fort Smith Health and Social Services Authority	3	1	33%
Inuvik Regional Health and Social Authority	5	0	0%
Stanton Territorial Health Authority	4	0	0%
Yellowknife Health and Social Services Authority	1	0	0%
Total for Health and Social Services Authorities	**16**	**2**	**13%**
Northwest Territories Housing Corporation	7	3	43%
Total of Public Service	**180**	**31**	**17%**

	2002		
Region	**Total Management Employees**	**Aboriginals in Management**	**% of Aboriginals in Management**
Headquarters	129	12	9%
Fort Simpson	8	3	38%
Fort Smith	23	11	48%
Inuvik	20	5	25%
Total	**180**	**31**	**17%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Women in the Management Occupational Category at December 31, 2002

	2002		
Department/Board	**Total Management Employees**	**Number of Women in Management**	**% of Women in Management**
Aboriginal Affairs	10	0	0%
Aurora College	10	5	50%
Education, Culture and Employment	13	8	62%
Executive	11	7	64%
Finance	6	1	17%
Financial Management Board Secretariat	9	2	22%
Health and Social Services	12	3	25%
Justice	12	4	33%
Legislative Assembly	4	1	25%
Municipal and Community Affairs	16	4	25%
Public Works and Services	9	2	22%
Resources, Wildlife and Economic Development	25	5	20%
Transportation	12	1	8%
Total for Departments	**149**	**43**	**29%**
Beaufort/Delta Divisional Education Council	2	2	100%
Commission Scolaire	1	0	0%
Deh Cho Divisional Education Council	2	1	50%
Dogrib Divisional Education Council	1	1	100%
Sahtu Divisional Education Council	1	0	0%
South Slave Divisional Education Council	1	0	0%
Total for Education Councils	**8**	**4**	**50%**
Deh Cho Health and Social Authority	2	2	100%
Dogrib Community Services Board	1	0	0%
Fort Smith Health and Social Services Authority	3	1	33%
Inuvik Regional Health and Social Authority	5	3	60%
Stanton Territorial Health Authority	4	2	50%
Yellowknife Health and Social Services Authority	1	0	0%
Total for Health and Social Services Authorities	**16**	**8**	**50%**
Northwest Territories Housing Corporation	7	0	0%
Total of Public Service	**180**	**55**	**31%**

	2002		
Region	**Total Management Employees**	**Number of Women in Management**	**% of Women in Management**
Headquarters	132	34	26%
Fort Simpson	8	4	50%
Fort Smith	21	8	38%
Inuvik	16	9	56%
Total	**177**	**55**	**31%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Women in Non-Traditional Occupations at December 31, 2002

	2002		
Department/Board	Employees in Non-Traditional Occupations	Women in Non-Traditional Occupations	% of Women in Non-Traditional Occupations
Aboriginal Affairs	0	0	0%
Aurora College	5	1	20%
Education, Culture and Employment	3	0	0%
Executive	1	0	0%
Finance	2	0	0%
Financial Management Board Secretariat	20	9	45%
Health and Social Services	10	3	30%
Justice	10	4	40%
Legislative Assembly	0	0	0%
Municipal and Community Affairs	13	1	8%
Public Works and Services	77	10	13%
Resources, Wildlife and Economic Development	124	15	12%
Transportation	111	4	4%
Total for Departments	**376**	**47**	**13%**
Beaufort/Delta Divisional Education Council	2	0	0%
Commission Scolaire	0	0	0%
Deh Cho Divisional Education Council	1	0	0%
Dogrib Divisional Education Council	0	0	0%
Sahtu Divisional Education Council	1	0	0%
South Slave Divisional Education Council	1	0	0%
Total for Education Councils	**5**	**0**	**0%**
Deh Cho Health and Social Authority	0	0	0%
Dogrib Community Services Board	0	0	0%
Fort Smith Health and Social Services Authority	1	0	0%
Inuvik Regional Health and Social Authority	3	0	0%
Stanton Territorial Health Authority	14	1	7%
Yellowknife Health and Social Services Authority	0	0	0%
Total for Health and Social Services Authorities	**18**	**1**	**6%**
Northwest Territories Housing Corporation	14	1	7%
Total of Public Service	**413**	**49**	**12%**

	2002		
Region	Employees in Non-Traditional Occupations	Women in Non-Traditional Occupations	% of Women in Non-Traditional Occupations
Headquarters	173	35	20%
Fort Simpson	66	3	5%
Fort Smith	92	6	7%
Inuvik	82	5	6%
Total	**413**	**49**	**12%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Employees Receiving Bilingual Bonus or Language Allowances at December 31, 2002

	2002		
Department/Board	Total Employees	Employees Receiving an Allowance	% Receiving an Allowance
Aboriginal Affairs	41	0	0%
Aurora College	197	0	0%
Education, Culture and Employment	204	8	4%
Executive	66	1	2%
Finance	45	0	0%
Financial Management Board Secretariat	141	0	0%
Health and Social Services	163	1	1%
Justice	402	11	3%
Legislative Assembly	29	2	7%
Municipal and Community Affairs	117	5	4%
Public Works and Services	205	3	1%
Resources, Wildlife and Economic Development	394	12	3%
Transportation	264	0	0%
Total for Departments	**2,268**	**43**	**2%**
Beaufort/Delta Divisional Education Council	193	12	6%
Commission Scolaire	24	1	4%
Deh Cho Divisional Education Council	105	17	16%
Dogrib Divisional Education Council	88	25	28%
Sahtu Divisional Education Council	88	22	25%
South Slave Divisional Education Council	199	3	2%
Total for Education Councils	**697**	**80**	**11%**
Deh Cho Health and Social Authority	64	17	27%
Dogrib Community Services Board	63	31	49%
Fort Smith Health and Social Services Authority	75	2	3%
Inuvik Regional Health and Social Authority	222	8	4%
Stanton Territorial Health Authority	351	11	3%
Yellowknife Health and Social Services Authority	125	13	10%
Total for Health and Social Services Authorities	**900**	**82**	**9%**
Northwest Territories Housing Corporation	96	4	4%
Total of Public Service	**3,961**	**209**	**5%**

	2002		
Region	Total Employees	Employees Receiving an Allowance	% Receiving an Allowance
Headquarters	1,911	39	2%
Fort Simpson	320	42	13%
Fort Smith	918	82	9%
Inuvik	812	46	6%
Total	**3,961**	**209**	**5%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Women in Non-Traditional Occupations at December 31, 2002

	2002		
Department/Board	**Employees in Non-Traditional Occupations**	**Women in Non-Traditional Occupations**	**% of Women in Non-Traditional Occupations**
Aboriginal Affairs	0	0	0%
Aurora College	5	1	20%
Education, Culture and Employment	3	0	0%
Executive	1	0	0%
Finance	2	0	0%
Financial Management Board Secretariat	20	9	45%
Health and Social Services	10	3	30%
Justice	10	4	40%
Legislative Assembly	0	0	0%
Municipal and Community Affairs	13	1	8%
Public Works and Services	77	10	13%
Resources, Wildlife and Economic Development	124	15	12%
Transportation	111	4	4%
Total for Departments	**376**	**47**	**13%**
Beaufort/Delta Divisional Education Council	2	0	0%
Commission Scolaire	0	0	0%
Deh Cho Divisional Education Council	1	0	0%
Dogrib Divisional Education Council	0	0	0%
Sahtu Divisional Education Council	1	0	0%
South Slave Divisional Education Council	1	0	0%
Total for Education Councils	**5**	**0**	**0%**
Deh Cho Health and Social Authority	0	0	0%
Dogrib Community Services Board	0	0	0%
Fort Smith Health and Social Services Authority	1	0	0%
Inuvik Regional Health and Social Authority	3	0	0%
Stanton Territorial Health Authority	14	1	7%
Yellowknife Health and Social Services Authority	0	0	0%
Total for Health and Social Services Authorities	**18**	**1**	**6%**
Northwest Territories Housing Corporation	14	1	7%
Total of Public Service	**413**	**49**	**12%**

	2002		
Region	**Employees in Non-Traditional Occupations**	**Women in Non-Traditional Occupations**	**% of Women in Non-Traditional Occupations**
Headquarters	173	35	20%
Fort Simpson	66	3	5%
Fort Smith	92	6	7%
Inuvik	82	5	6%
Total	**413**	**49**	**12%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Employees Receiving Bilingual Bonus or Language Allowances at December 31, 2002

	2002		
Department/Board	**Total Employees**	**Employees Receiving an Allowance**	**% Receiving an Allowance**
Aboriginal Affairs	41	0	0%
Aurora College	197	0	0%
Education, Culture and Employment	204	8	4%
Executive	66	1	2%
Finance	45	0	0%
Financial Management Board Secretariat	111	0	0%
Health and Social Services	163	1	1%
Justice	402	11	3%
Legislative Assembly	29	2	7%
Municipal and Community Affairs	117	5	4%
Public Works and Services	205	3	1%
Resources, Wildlife and Economic Development	394	12	3%
Transportation	264	0	0%
Total for Departments	**2,268**	**43**	**2%**
Beaufort/Delta Divisional Education Council	193	12	6%
Commission Scolaire	24	1	4%
Deh Cho Divisional Education Council	105	17	16%
Dogrib Divisional Education Council	88	25	28%
Sahtu Divisional Education Council	88	22	25%
South Slave Divisional Education Council	199	3	2%
Total for Education Councils	**697**	**80**	**11%**
Deh Cho Health and Social Authority	64	17	27%
Dogrib Community Services Board	63	31	49%
Fort Smith Health and Social Services Authority	75	2	3%
Inuvik Regional Health and Social Authority	222	8	4%
Stanton Territorial Health Authority	351	11	3%
Yellowknife Health and Social Services Authority	125	13	10%
Total for Health and Social Services Authorities	**900**	**82**	**9%**
Northwest Territories Housing Corporation	96	4	4%
Total of Public Service	**3,961**	**209**	**5%**

	2002		
Region	**Total Employees**	**Employees Receiving an Allowance**	**% Receiving an Allowance**
Headquarters	1911	39	2%
Fort Simpson	320	42	13%
Fort Smith	918	82	9%
Inuvik	812	46	6%
Total	**3,961**	**209**	**5%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Employee Performance Reviews at December 31, 2002

	2002		
Department/Board	Number Due	Number Completed	Completion Rate
Aboriginal Affairs	35	31	89%
Aurora College	123	48	39%
Education, Culture and Employment	182	155	85%
Executive	43	25	58%
Finance	35	25	71%
Financial Management Board Secretariat	131	101	77%
Health and Social Services	92	40	43%
Justice	229	210	92%
Legislative Assembly	29	24	83%
Municipal and Community Affairs	94	59	63%
Public Works and Services	185	143	77%
Resources, Wildlife and Economic Development	280	231	83%
Transportation	219	73	33%
Total for Departments	**1677**	**1165**	**69%**
Beaufort/Delta Divisional Education Council	103	68	66%
Commission Scolaire	9	8	89%
Deh Cho Divisional Education Council	79	23	29%
Dogrib Divisional Education Council	86	37	43%
Sahtu Divisional Education Council	24	23	96%
South Slave Divisional Education Council	191	146	76%
Total for Education Councils	**492**	**305**	**62%**
Deh Cho Health and Social Authority	59	38	64%
Dogrib Community Services Board	35	4	11%
Fort Smith Health and Social Services Authority	65	34	52%
Inuvik Regional Health and Social Authority	169	17	10%
Stanton Territorial Health Authority	220	182	83%
Yellowknife Health and Social Services Authority	93	57	61%
Total for Health and Social Services Boards	**641**	**332**	**52%**
Northwest Territories Housing Corporation	88	85	97%
Total Public Service	**2,898**	**1,887**	**65%**

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Employee Turnover at December 31, 2002

	2002
Department/Board	Percentage Turnover
Aboriginal Affairs	7.8%
Aurora College	15.2%
Education, Culture and Employment	15.8%
Executive	13.1%
Finance	17.8%
Financial Management Board Secretariat	6.6%
Health and Social Services	10.9%
Justice	8.6%
Legislative Assembly	19.7%
Municipal and Community Affairs	14.6%
Public Works and Services	7.9%
Resources, Wildlife and Economic Development	6.0%
Transportation	10.9%
Beaufort/Delta Divisional Education Council	32.2%
Commission Scolaire	30.8%
Deh Cho Divisional Education Council	22.0%
Dogrib Divisional Education Council	9.4%
Sahtu Divisional Education Council	22.0%
South Slave Divisional Education Council	27.2%
Deh Cho Health and Social Authority	11.4%
Dogrib Community Services Board	17.9%
Fort Smith Health and Social Services Authority	11.3%
Inuvik Regional Health and Social Authority	20.2%
Stanton Territorial Health Authority	15.0%
Yellowknife Health and Social Services Authority	11.3%
NWT Housing Corporation	15.8%
Overall Average	14.2%

	2002
Region	Percentage Turnover
Headquarters	11.9%
Fort Simpson	11.9%
Fort Smith	13.9%
Inuvik	21.1%
Total	14.2%

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Employee Performance Reviews at December 31, 2002

	2002		
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NWT Housing Corporation	15.8%
Overall Average	**14.2%**

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Fort Smith	13.9%
Inuvik	21.1%
Total	**14.2%**

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